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21 August 1986

MEMORANDUM FOR: All NIOs
AG

FROM: Graham E. Fuller, VC/NIC

SUBJECT: External Research and Consultation

1. At our staff meeting on 21 August I discussed with many of you my interest in trying to gain more orderly use and benefits from our existing funds for research, consultation, and outside contracting.

- To date most of our use of research and contract funds have been used on a first-come-first-serve basis; it has not been structured. Some NIOs have drawn considerable benefit from it, others very little. We should at least review this process to make sure that everyone has some opportunity for appropriate use of these funds.
- Nearly all NIOs have a list of cleared outside consultants who are available to review on-going work. This is a valuable part of our constant search for new ways of conceptual thinking about the issues in our Estimates. Often, however, the views of a consultant are less useful when a paper is three-quarters into concrete. Further, the clearance process makes it difficult or impossible for us to touch base with as many outside specialists as we might like. One way to beat this problem is to make increasing use of outside specialists for discussions which are not classified and do not require clearances.
- There are a wealth of independent thinktanks and research groups in Washington alone and vastly more around the country. Many of them would welcome contact with NIOs periodically to discuss major regional and functional issues. We need to do more of this type of exchange well in advance of preparing concept papers on forthcoming Estimates. The greatest impact on our conceptual thinking can come at that early stage and does not require showing these specialists any of our work other than sharing some of our general thoughts.

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- There is also great talent in war and service colleges both at the faculty level and even among many of the students. Some of these students are themselves senior officers with much overseas experience as Attaches, who are looking to do research papers for their own year of academic study. Many of them welcome suggestions of topics they could do research on which could be of direct benefit to us as input. We can facilitate contact with some of these better students.

2. Request: In order to get a better handle on how best to use our research funds and develop a cadre of external consultants, I ask that each NIO and appropriate AG officers draw up a short memorandum for me which includes the following information:

- a. Your proposed use of research funds, if any, for FY '87. This in no way is binding.
- b. A list of those cleared consultants you now carry and whom you may use periodically in the year ahead. Please indicate their areas of expertise and location.
- c. A list of major uncleared external contacts you maintain -- however periodic -- whose thoughts you find worthwhile on regional or functional issues. Please indicate where those specialists work and field of specialty.
- d. Your suggestions on which upcoming Estimates could most profit from advanced consultation with outside specialists.

3. I would appreciate receiving your memorandum by Friday, 29 August. From there we can decide how best to use what funds. I would like to devote another staff meeting to this as well as to the development of further thoughts on institutionalizing some informal external consultations prior to preparing concept papers on key Estimates.


Graham E. Fuller *117*

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